

Appendix H: Research, Education, and Workforce Actions

Tourism and Recreation Goals and Actions

Montana's ten tourism goals were developed from prioritized issues and opportunities identified by Montana citizens, businesses, and other tourism and recreation stakeholders during statewide public workshops, an online survey, and other meetings and interviews. These goals provide the framework for turning Montana's tourism Vision into reality by 2012.

Actions Identify Steps to Achieve Goals

To realize each of the goals, specific actions were developed, along with objectives to measure the accomplishment of each action. This appendix lists only the actions for which research, education, and workforce partners are responsible to implement and/or report.

Descriptions of the Actions begin on the next page, including priority level and responsible partners to lead and assist with implementation (the first partner listed in bold is the lead while the others are partners to support or assist). Partner categories are color-coded, as noted below. A table listing and summarizing all actions, with their priority level, timeline, and responsible parties, appears at the end, along with a key to the partner codes.

Responsible Partner categories color coding key:

BLUE	Travel Montana
YELLOW	TAC, State & Local Government (policy makers)
RED	Tourism Regions & CVBs
GREEN	State & Federal agencies (other than Travel Montana)
GRAY	Business and business association, and land owners (Chambers, MIKA, TIAM, etc.)
FUSCHIA	MTTA, Tribes, MIBA, BIA
WHITE	Nonprofit organizations (no shading)

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.

Action 1.1: Implement highly targeted consumer advertising and promotion campaigns, based on strategic marketing plans, and track/report results.

Coordinate highly effective promotion efforts among state, regional, local, and private partners to maximize reach to specific target and niche markets, achieving lower costs, broader impact, and higher return on investment. Increase the percentage of funding used for proactive publicity and media relations, and web-based relationship marketing, compared to paid advertising placements.

1.1.b. Continue winter marketing, promoting Montana as a superb destination for skiing, snowboarding, snowshoeing, snowmobile touring, ice fishing, and families and groups simply seeking a “snow experience”. Based on market research, accentuate images and messages that appeal to each winter target market segment. Encourage businesses and communities to create packages/events highlighting unique winter experiences, and list them on Montana’s winter web site: www.wintermt.com.

Priority: High

Responsibility: TM, MSAA, REG, CVB, BIZ, MTTA

Measurable Objectives:

- Increase nonresident visitation in winter season (Q1) by 15% by 2012.
- Identify new winter target markets with accompanying promotion efforts annually (one statewide, plus one per region/CVB).

Responsibility to track/report: Travel Montana, Regions, CVBs, ITRR

1.1.d. Continue marketing to international travelers. Work with Rocky Mountain International to provide annual reports about Montana product ‘on the shelf’ in the overseas markets. Educate Montana tourism suppliers about needs and expectations of international travelers. Disseminate tour operator/media leads and copies of articles published in international travel publications to Montana businesses and attractions. Provide semi-annual reports to Montana tourism partners about media value.

Priority: Medium

Responsibility: TM, REG, CVB, BIZ, MTTA

Measurable Objectives:

- Conduct a survey of the Montana tourism industry in 2008 to measure results of international marketing efforts.
- Increase product offerings by international tour operators, focused on off-peak season niche activities.
- Increase overseas visitation from 3%-4% of all nonresident travelers to 5% of nonresident travelers by 2010.

Responsibility to track/report: Travel Montana, ITRR

1.1.e. Enhance tracking and reporting of results and return on investment (ROI) from state, regional, and CVB advertising efforts. Respond to consumer inquiries with Montana information, and maintain databases of inquiries by date, source code, and interest. Pool state, region, and local funds and databases to conduct advertising conversion research, or use other online survey tools to determine the characteristics, spending, and decision-making habits of potential/converted Montana travelers, and return on investment (ROI) of marketing efforts. Obtain monthly lodging tax collection reports, to observe results from specific campaigns and efforts, and use the information to improve future ROI.

Priority: High

Responsibility: TM, REG, CVB, ITRR, DOR

Measurable Objectives:

- Conduct research annually to measure results of advertising and web marketing, and improvements in return on investment (ROI).
- Report results of research to Strategic Plan stakeholders.

Responsibility to track/report: Travel Montana, Regions, CVBs

Action 1.2: Promote Montana to targeted groups and events, emphasizing off-peak season.

Groups and events provide opportunities to build off-peak season business in Montana, through highly targeted sales and promotion efforts.

1.2.a. Amplify targeted sales and marketing to attract groups, meetings, and conferences to Montana, tapping the standards and resources of the Destination Marketing Association International (DMAI, www.iacvb.org) and/or the Western Association of CVBs (WACVB, www.wacvb.org). Develop/purchase lists of targeted nonresident groups, and implement aggressive sales and bidding efforts. Update appropriate listings on montanameetings.com. Continue the 'Invite-a-Convention' program to involve citizens, businesses, and universities to assist with group and event recruitment.

Priority: High

Responsibility: CVB, REG, TM, BIZ, UNIV, MTTA

Measurable Objectives:

- Attract at least 50 new conferences or group gatherings of 100-150 people or more from outside Montana annually (average of 4-5 per CVB per year).

Responsibility to track/report: CVBs

Action 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

Visitor information systems are part of an integrated and comprehensive tourism marketing strategy. While traveling in Montana via highway, air, or rail, visitors need a comprehensive system of information for a successful vacation experience. An integrated system directs travelers to places they otherwise would not visit.

According to ITRR research, 10%-30% of nonresident travelers to Montana stop at state visitor centers. While this is a significant number of Montana travelers (1-3 million), the official visitor centers miss 70% to 90% of travelers. Therefore, other facilities/agencies that offer visitor information need to be integrated as part of a comprehensive statewide system. Additionally, other components of a comprehensive visitor information system are needed such as free wi-fi, podcasts, RSS feeds, video downloads, etc.

All of Montana's state, federal, local, and tribal partners should work together to create an improved system of information, cross-promotion, and even facility/event/activity bookings. Promote the system through travel web sites, visitor guides, and partners.

1.4.c. Provide advanced training for all Visitor Information Centers (VICs), including regional familiarization tours for state/federal/regional/tribal/local information staff and volunteers. Encourage site/service managers to collaborate with each other to provide training/orientation, and to ensure that information provided to travelers is accurate and consistent. VICs should coordinate hours/seasons of operation, and consolidate services where possible. Tap training resources such as Montana Superhost and the National Association of Interpretation.

Priority: High

Responsibility: TM, MTRI, REG, CVB, CC, BIZ, MTTA

Measurable Objectives:

- Conduct annual training workshops in each region for staff and volunteers of local, state, federal, and tribal visitor information/interpretive centers.

Responsibility to track/report: Travel Montana, Regions, CVBs, MTRI, Superhost

Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.

Action 3.5: Identify actions and initiatives to reconnect families and youth with the outdoors, and identify ways to link outdoor programs with statewide science, math, and language curriculum standards/initiatives.

Sponsor programs that encourage kids to spend more time outdoors, involving the Governor's office, state/federal agencies, tribes, nonprofit groups, and businesses. Use initiatives to improve public health, encourage education about the outdoors, enhance tourism efforts, and increase public appreciation for the importance and protection of the outdoors for future generations. Develop partnerships and seek private and foundation funding to implement statewide initiatives.

Priority: Medium

Responsibility: **SG**, **MTRI**, **UNIV** (Extension 4-H program), **TRB**, **LG**, NPO, **BIZ**

Measurable Objectives:

- Identify specific actions and funding sources annually for 2008-2012.
- Implement actions, report results in terms of participation and benefits realized.

Responsibility to track/report: **MTRI**

Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).

Action 4.1: Promote Montana's existing historic and cultural assets for the enjoyment of residents and visitors.

4.1.b. Develop artisan/craftsmen trails statewide to highlight Montana's history and culture. Highlight the many Montana artists and craftsmen via 'Artisan Corridors or Trails' to attract high-value, low impact travelers. Identify artisans, craftsmen, and annual art/craft events. Define regional Artisan Trails to be promoted, and develop marketing opportunities and funding sources. Ensure protection of intellectual and artistic property rights.

Priority: Medium

Responsibility: **DOC** / **TM**, **MAC**, **MHS**, **UNIV**, **MTTA**, **REG**, NPO

Measurable Objectives:

- Identify at least two trails per region, with theme and art/craft/history/culture/tribal highlights along each, by 2010.
- Develop and implement marketing strategies for the trails by 2011.

Responsibility to track/report: **Travel Montana**, **MAC**, **MHS**, **Regions**, **MTTA**

Action 4.3: Continue efforts to preserve Montana tribal culture (stories, language preservation, cultural preservation workshops, tribal museums/interpretive centers, tribal arts).

4.3.a. Identify tribal fine arts, museums, events, and activities that emphasize nature, ethno-botany, and opportunities to observe and learn more about native culture. Encourage efforts to preserve oral histories and languages of Montana's Indian people and their places as told by tribal members. Collaborate to promote tribal culture, heritage, and cultural tourism through workshops and other educational events for the benefit of reservation residents and visitors.

Priority: High

Responsibility: **MTTA**, **TRB**, **MIBA**, **MHS**, **MAC**, **DOC**

Measurable Objectives:

- Bring a tourism relevant component to existing oral history and language projects, and annually identify those activities where this has occurred.
- Conduct at least one workshop per Montana Indian reservation annually to discuss cultural tourism opportunities.

Responsibility to track/report: **MTTA**

Goal 5: Support appropriate tourism business growth, including new tourism products and services, for target customer markets.

Action 5.1: Cultivate opportunities to leverage private and public dollars to create tourism products and attract new tourist markets

5.1.c. Encourage use of Montana products by restaurants, markets, retail shops, and suppliers, to add value to local businesses and traveler experiences. Link farmers' markets and Made/Grown-in-Montana programs to tourism promotion. Provide information in travel guides and web sites, and at VICs. Encourage producers to become active in local/regional tourism organizations, and network with tourism businesses to buy and/or promote their products.

Priority: Medium

Responsibility: DOC, DOAg, BIZ, REG, CVB, TRB, EDO

Measurable Objectives:

- Identify/highlight local products in tourism marketing publications and web sites.
- Network with local producers at tourism meetings and workshops.
- Promote farmers markets, artisan shows, gallery tours, and other events that highlight local products.
- Ask restaurants to use local products for tourism meetings, workshops, etc.

Responsibility to track/report: DOC, DOAg, Regions, CVBs

Action 5.2: Provide information about technical and financial assistance available to tourism and recreation businesses.

Montana offers significant resources to businesses to help them succeed, such as market research, business planning assistance, low interest loans, workshops, technology use, accessible database of tourism/recreation technical and funding resources, farm and ranch workshops, etc. Too often, however, businesses are unaware of these resources, and struggle to achieve profitability.

5.2.a. Inform businesses, communities, and organizations about technical and financial assistance programs through newsletters, web sites, tourism meetings, press releases, and business trade associations.

Priority: Medium

Responsibility: TM, REG, CVB, SBDC, TRB, MTTA, EDO, NPO

Measurable Objectives:

- Highlight assistance programs in Travel Montana e-newsletter, and at region/CVB/association meetings.

Responsibility to track/report: Travel Montana

5.2.b. Conduct entrepreneurship training for tourism/recreation businesses and "Indian-preneurs". Encourage development of tourism services by providing training for business owners and managers, such as Indian-preneur/NxLevel courses, tourism marketing workshops, classes in financial management and workforce issues, and others which are tailored to tourism industry issues and needs. Advocate for BIA loans for Indian business owners.

Priority: High

Responsibility: MTTA, SBDC, TRB, MIBA, BIA

Measurable Objectives:

- Conduct at least four annual technical and financial assistance learning events, including at least one workshop annually to educate tribal members on the 'business' of cultural tourism.

Responsibility to track/report: SBDC, MTTA/MIBA, Travel Montana

Goal 6: Address tourism and recreation professional development, workforce availability, and affordable housing issues.

Action 6.1: Enhance professional development opportunities and requirements for staff and board members of Montana tourism and recreation-related organizations.

Raise the bar of professionalism through certifications and incentive-based rewards for staff, and through board training for tourism, recreation, historic, and cultural organizations.

6.1.c. Enhance higher education programs for tourism and recreation careers, including continuing education for existing tourism and recreation professionals. Expand degree programs and continuing education in Montana universities and colleges for tourism and recreation, based on input from businesses and agencies. Support the programs through student recruitment, internships, work studies, and employment opportunities. Offer specialized workforce training through distance learning. Inform businesses about workforce training funds and incentives that are available for new or expanding businesses, or for retraining dislocated workers. Participate in high school job fairs to promote the hospitality industry. Evaluate partnerships with organizations like the National Association of Interpretation and Professional Guide Institute to certify Montana interpreters, guides, and hosts. Encourage employment of Montana tribal members as managers at state/federal sites (e.g., Pompeys Pillar).

Priority: Medium

Responsibility: UNIV, MTR, BIZ, NPO, MTTA

Measurable Objectives:

- Statewide, add at least four degree-related and continuing education classes annually for tourism and recreation.
- Develop a list of internship and work study opportunities in the tourism and recreation industry by 2009.
- Promote continuing education and work experience programs to students, businesses, and existing workers.
- Offer classes via distance learning to rural communities and Montana Indian reservations, beginning in 2008.

Responsibility to track/report: MT Board of Regents, MT Dept. of Labor & Industry (State Employers Council)

6.1.d. Enhance the Montana Superhost program with advanced training, locally-customized information, and new delivery methods (DVD, interactive video, etc.). Develop advanced Montana Superhost training in communication skills, conflict resolution, team-building and supervisory skills. Coordinate host training with state/federal agencies, and incorporate information from the National Association of Interpretation to improve interpretive/story-telling and hosting skills.

Priority: Medium

Responsibility: UNIV, TM, TAC, BIZ, MTR

Measurable Objectives:

- Increase participation in Superhost trainings through increased marketing, promotion, outreach, and offering new curriculum beginning in 2008.
- Research and assess new delivery methods and advanced skills training, and determine feasibility in 2009.
- Identify priorities for implementation, and begin implementation by 2010.

Responsibility to track/report: Superhost, Travel Montana

Action 6.2: Improve systems to augment Montana's seasonal workforce for tourism and recreation.

6.2.a. Add a specific Tourism, Recreation, and Hospitality category to the Montana Dept. of Labor & Industry (DLI) web site job search feature. Use the DLI statewide database to list seasonal tourism and recreation jobs, and inform businesses about its availability through state, regional, and local tourism organizations and agencies. Promote the listings via DLI offices, colleges, tribal colleges, high schools, newspapers, radio announcements, etc.

Priority: High

Responsibility: DLI, MTR, TM, BIZ

Measurable Objectives:

- Add category by April 1, 2008 and encourage tourism industry to list positions for summer 2008.

Responsibility to track/report: **Dept. of Labor & Industry**

6.2.b. Seek volunteers and volun-tourists to augment Montana's seasonal workforce and help with local recreation projects through volunteer opportunities web listings. Increasingly, travelers seek short and long-term volunteer opportunities to make their travel experiences more meaningful. Visitor centers, public campgrounds, land management agencies, and historic/arts groups seek volunteers to help with hosting, trail work, facilities rehabilitation, arts events, reenactments, etc. National volunteer opportunity listings are available at web sites like www.TakePride.com, www.Volunteer.gov, www.Workamper.com, and others. Partner with these sites to list Montana volunteer opportunities, provide links to the sites from state, regional and local tourism web sites, and list the sites in visitor guides. If necessary, work with DLI to create a central Montana volunteer opportunities online listing.

Priority: Medium

Responsibility: **FWP, MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM**

Measurable Objectives:

- Increase listings on state and national web sites for Montana volunteer opportunities.
- Provide ongoing links to volunteer opportunity listings from state/regional/local tourism web sites by March 2008.

Responsibility to track/report: **MTRI, Travel Montana**

6.2.d. Adjust Montana school calendars to facilitate tourism and recreation industry seasonal workforce needs.

Peak tourism months in Montana are July through September; however, university calendars are structured to end classes in May, and resume in August. Consequently, many tourism businesses and agencies hire out-of-state or foreign workers for seasonal jobs, rather than employing Montanans, because they cannot afford to lose their workforce in the middle of peak season. Adjust Montana's academic calendars so students can work a full tourism/fire season, and so more businesses can hire Montanans.

Priority: High

Responsibility: **TAC, MT Board of Regents/Board of Education**

Measurable Objectives:

- Enact policy change by Board of Regents and State Board of Education by the 2010-2011 school year.

Responsibility to track/report: **TAC**

Action 6.3: Encourage use of local development incentives and federal funds for construction of affordable workforce housing.

Workforce availability is an increasing challenge for the tourism industry, and a key factor in workforce availability is affordable housing. City and county governments, housing authorities, and the U.S. Departments of Housing & Urban Development and USDA have development policy options and funding programs for developers and nonprofit housing groups, to increase the inventory of affordable housing in communities. Work with funding agencies to pursue such development.

Priority: Medium

Responsibility: **LG, BIZ, CC, NPO, HUD, USDA, TRB**

Measurable Objectives:

- Promote development incentives through local realtors, developers, contractors, and city/county planning offices.
- Increase the number of affordable housing units annually in targeted areas.

Responsibility to track/report: **DOC, Chambers, EDO**

Goal 7: Improve Montana's transportation system for both residents and visitors.

Action 7.2: Continue to implement Montana's rest area strategy.

Implement strategies contained in MDT's Rest Area Plan and TranPlan 21 to improve rest areas. Complete new rest area projects with design improvements and visitor services, including visitor information and electronic technology to meet needs of tech-savvy travelers (wi-fi, etc.). Address seasonality and extend hours of operation at key rest areas needed to serve tourists. Develop partnerships with private/nonprofit organizations to assist with funding, seasonal maintenance and staffing needs.

Priority: Medium

Responsibility: MDT, TM

Measurable Objectives:

- Annually complete projects in the rest area strategy as funding is available.
- Develop five public-private non-profit partnerships to enhance rest area maintenance and visitor services.
- Improve customer satisfaction ratings from residents and visitors about Montana rest areas.

Responsibility to track/report: MDT, ITRR

Goal 8: Enhance the "curb appeal" of Montana communities to attract visitors.

Action 8.1: Increase the capacity of Montana communities to be more competitive in tourism.

8.1.a. Continue the Community Tourism Assessment Program (CTAP), to help improve community readiness for tourism. The Montana Community Tourism Assessment Program (CTAP) helps analyze local resident attitudes about (and interest in) tourism, measure community tourism potential, identify gaps in visitor services, and suggest projects or actions that can strengthen the role of tourism in a local economy. CTAP is funded by state lodging facility use tax funds and administered by Travel Montana in coordination with ITRR and MSU. The new Montana Main Street Program provides another assessment and revitalization tool for communities, and tourism is a key target market for historic downtown districts. Encourage new Main Street communities to undergo a CTAP assessment.

Priority: High

Responsibility: TM, ITRR, UNIV, MMS, LG

Measurable Objectives:

- In 2008, rename the Community Tourism Assessment Program (CTAP) so it is not confused with the Community Technical Assistance Program (CTAP).
- Refine the tourism assessment process by 2009 and conduct up to three assessments annually with Main Street communities given first priority.

Responsibility to track/report: Travel Montana

8.1.b. Expand and strengthen the Montana Main Street Program to improve downtown vitality, and extend visitor stays and spending. Montana began its Main Street Program in 2006 with six pilot communities, expanding to seven in 2007. Continue to expand the program so more communities can participate and revitalize their Downtown districts, enhancing their appeal to nonresident travelers. Identify ways that the Montana Main Street Program, Montana Historical Society, Montana Arts Council, Montana Heritage Commission, Travel Montana, and Montana Dept. of Transportation can collaborate to provide technical assistance and support successful revitalization in Montana's Main Street communities. Showcase the increase in tourism and the resulting business growth as a result of improved economic and community development, emerging from historic preservation and sustainable downtown revitalization.

Priority: High

Responsibility: MMS, SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM

Measurable Objectives:

- Increase the number of Montana communities participating in the Main Street program.
- Track and report Main Street reinvestment statistics annually.

Responsibility to track/report: **Montana Main Street**

8.1.d. Continue the Tourism Infrastructure Improvement Program (TIIP) grants and the Special Event Grant Program (SEGP) to improve community tourism and recreation-related infrastructure and economic development through the creation of new, ongoing festivals and events. Conduct research and monitoring to determine return on investment from grant investments and cost/benefit information about events for communities and sponsors. Encourage Main Street communities to apply for TIIP and SEGP funds. Highlight grant successes at TAC meetings and the annual Governor's Conference on Tourism.

Priority: High

Responsibility: **TM**, **TAC**, **LG**, **UNIV**

Measurable Objectives:

- Evaluate/award grants based on the goals of the Strategic Plan.

Responsibility to track/report: **Travel Montana**

8.2.d. Encourage communities to seek grants for rural cell phone coverage and high-speed Internet service improvements, and evaluate incentives for providers. Travelers expect cell phone and high speed Internet service wherever they travel. Collaborate with telecommunication stakeholders and legislators to explore enhanced incentives for rural communities to provide complete cell phone coverage and high-speed service for visitors and residents.

Priority: Medium

Responsibility: **MEDA**, **DOC**, **CC**, **BIZ**, **SG**, **LG**

Measurable Objectives:

- Complete upgrades to telecom service in five communities per region annually.

Responsibility to track/report: **MEDA**, **Chambers of Commerce**

Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.

Many different agencies and organizations are responsible for implementation of actions contained in this Strategic Plan. Successful achievement of the vision and goals depends on how these entities work together and communicate effectively.

Action 10.1: Recognize Travel Montana as the “Team Captain” to communicate regularly with partners, and coordinate successful implementation of the actions in the Strategic Plan.

Travel Montana has lead responsibility for Strategic Plan coordination and monitoring, including communication with regions, CVBs, the Tourism Advisory Council, other state/federal agencies, tribes, elected officials, nonprofit organizations, businesses, and communities about Strategic Plan implementation status. It is incumbent upon Travel Montana and other partners to reach out to all areas of the state and engage them in the process, so they can benefit from it. Partners need to communicate with Travel Montana and report on implementation efforts within their area of responsibility.

Priority: High

Responsibility: **TM**, **ALL**

Measurable Objectives:

- Provide an annual report to all tourism/recreation industry partners, and to elected officials, with updates about progress on Strategic Plan objectives and projects.

Responsibility to track/report: **Travel Montana**

Action 10.2: Create public/private/tribal partnerships for cooperative project implementation.

Partners identify ways that their respective organizations can work together to assist with implementation, develop partnerships, and/or seek resources to support the actions listed in the Strategic Plan.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create at least two new partnerships in each region annually.

Responsibility to track/report: Regions, CVBs, MTRI, MTTA

Action 10.3: Implement regular Strategic Plan discussion and reporting mechanisms in a variety of venues to ensure that actual tourism and recreation activities are aligned with Strategic Plan goals and actions.

10.3.a. Conduct annual Strategic Plan implementation workshops in each tourism region. Schedule annual implementation workshops in each region, with state/ federal agency and other partners invited, to discuss the status, challenges, and successes of implementation, and track actions, timeline and responsibilities in the plan. Ensure that all areas of the state are engaged in the process.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Conduct at least one implementation workshop per region annually.

Responsibility to track/report: Travel Montana, Regions, MTRI

10.3.c. Submit implementation updates on Strategic Plan actions for an annual report to the Tourism Advisory Council, Governor, and partners. Travel Montana will provide a user-friendly online form for all partners to report annually on Strategic Plan progress, successes, and challenges in their area of responsibility.

Priority: High

Responsibility: TM, ALL

Measurable Objectives:

- Create a user-friendly online form by June 2008 for reporting progress on Strategic Plan objectives and successes.
- Compile the Strategic Plan annual progress report, and distribute to TAC, Governor, legislature, and industry by January 30 annually.

Responsibility to track/report: Travel Montana

Action 10.5: Obtain strategic research to inform tourism marketing, development, and policy decisions, and disseminate results and implications.

Good decisions require insightful information, based on objective and thorough research. Montana tourism policy and decision makers must have current and accurate information on which to base decisions and adjustments to strategy.

10.5.a. Continue to conduct research about resident and nonresident travelers in Montana to determine progress on Strategic Plan objectives. Conduct research about Montanans' travel habits, spending and trends, and continue nonresident visitor research to measure changes in travel habits, spending, satisfaction levels, motivations, etc. Additionally, conduct research to measure the economic impacts of specific attractions and events, and of specific visitor segments. Use the ITRR community survey tool to measure event impacts, site/trail visitors, etc.

Priority: High

Responsibility: ITRR, TAC, REG, CVB, MTRI, BIZ

Measurable Objectives:

- Conduct statewide nonresident traveler survey in 2010.
- Identify ways to provide interim information about nonresident traveler trends, particularly of geotourists, between the 5-year traveler survey cycle, and distribute information to industry partners annually.
- Measure the economic impact of at least one specific attraction, event, or visitor segment per region annually.

Responsibility to track/report: ITRR

10.5.b. Purchase research about national/international tourism, recreation, and related trends from sources such as the Tourism Industry Association (TIA), Smith Travel Research, Forrester, Global Insight, etc. Based on current information needs, identify sources of data and obtain market/trend research for Montana.

Priority: High

Responsibility: TM, ITRR, TAC

Measurable Objectives:

- Regularly review results of third party research, and distribute information with implications and recommendations to industry.

Responsibility to track/report: ITRR, Travel Montana

10.5.c. Continue regular monitoring of Montanans' opinions about tourism and recreation. Regularly measure Montanans' attitudes and perceptions about tourism to provide insights and guidance on whether concerns are being addressed successfully. Use this information to review and evaluate refinements to tourism and recreation management and marketing.

Priority: High

Responsibility: ITRR, REG, CVB, MTR, BIZ

Measurable Objectives:

- Conduct annual statewide resident attitudes and opinions survey and distribute results to industry partners.

Responsibility to track/report: ITRR

10.5.d. Disseminate tourism research reports to partners statewide.

As research reports become available, continue to notify stakeholders about reports and niche news updates posted on ITRR web site, and/or post information on the State tourism intranet site, and promote through Travel Montana. Inform industry partners about ITRR's search tool for customized reports.

Priority: High

Responsibility: ITRR, TM, REG, CVB, TIAM, MIKA, MOGA, FOAM, COAM

Measurable Objectives:

- Provide at least one tourism research update quarterly to industry partners until such point the information is available interactively through the ITRR web site.

Responsibility to track/report: ITRR

Action Table – Research, Education and Workforce			Priority	08	09	10	11	12	Lead	Partners
Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.										
1.1	Implement highly targeted consumer advertising/promotion campaigns									
1.1.b	Continue winter marketing, promoting Montana as a superb winter destination	H						MO	TM	MSAA, REG, CVB, BIZ, MTTA, ITRR
1.1.d	Continue marketing to international travelers	M	MO		MO				TM	REG, CVB, BIZ, MTTA, ITRR
1.1.e	Enhance tracking/reporting and ROI from state, regional, and CVB advertising	H							TM	REG, CVB, ITRR, DOR
1.2	Promote Montana to target groups/events, emphasizing off-peak season activities									
1.2.a	Amplify targeted marketing to attract groups, meetings, and conferences	H							CVB	REG, TM, BIZ, UNIV, MTTA
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending									
1.4.c	Provide advanced training for all VICs, including regional familiarization tours	H							TM	MTRI, REG, CVB, CC, BIZ, MTTA, Superhost
Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.										
3.5	Identify means to reconnect youth with the outdoors, linking to state curriculum standards	M							SG	MTRI, UNIV (Extension 4-H), TRB, LG, NPO, BIZ
Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).										
4.1	Promote existing historic/cultural assets for the enjoyment of residents and visitors									
4.1.b	Develop artisan/craftsman trails statewide to highlight history and culture	M			MO	MO			DOC	TM, MAC, MHS, UNIV, MTTA, REG, NPO
4.3	Continue efforts to preserve Montana tribal culture (stories, arts, language, etc.)									
4.3.a	Identify tribal fine arts, museums, etc. that create opportunities to learn/observe	H							MTTA	TRB, MIBA, MHS, MAC, DOC
Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.										
5.1	Cultivate opportunities to leverage private/public funds to create tourism products									
5.1.c	Encourage use of Made/Grown-in-MT products by restaurants, markets, retailers, etc.	M							DOC	DOAg, Biz, Reg, CVB, TRB, EDO
5.2	Provide information about technical/financial assistance available to tourism businesses									
5.2.a	Distribute assistance information via tourism meetings, web sites, newsletters, etc.	M							TM	REG, CVB, SBDC, TRB, MTTA, EDO, NPO
5.2.b	Conduct entrepreneurship training for tourism businesses & "Indian-preneurs"	H							MTTA	SBDC, TRB, MIBA, BIA
Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.										
6.1	Enhance professional development opportunities/requirements for tourism organizations									
6.1.c	Enhance higher education programs for tourism/recreation careers	M	MO	MO					UNIV	MTRI, BIZ, NPO, MTTA
6.1.d	Provide MT Superhost program with advanced training, customized info, etc.	M	MO	MO	MO				UNIV	TM, TAC, BIZ, MTRI
6.2	Improve systems to augment Montana's seasonal workforce for tourism and recreation									
6.2.a	Add Tourism/Recreation/Hospitality categories to MT DLI job search web site	H	MO						DLI	MTRI, TM, BIZ
6.2.b	Increase seasonal workforce with volunteers and volun-tourists	M	MO						FWP	MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM
6.2.d	Adjust MT school calendars to facilitate tourism/recreation seasonal workforce needs	H			MO	MO			TAC	MT Board of Regents/Board of Education
6.3	Encourage use of local incentives and federal funds for affordable workforce housing	M							LG	BIZ, CC, NPO, HUD, USDA, TRB, DOC

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Action Table – Research, Education and Workforce				Priority	08	09	10	11	12	Lead	Partners
Goal 7: Improve Montana’s transportation system for both residents and visitors.											
7.2	Increase the capacity of Montana communities to be more competitive in tourism			M						MDT	TM, ITRR
Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.											
8.1	Increase the capacity of Montana communities to be more competitive in tourism										
	8.1.a	Continue the Montana Tourism Assessment Program to help communities	H	MO	MO					TM	ITRR, UNIV, MMS, LG
	8.1.b	Expand/strengthen Montana Main Street Program to extend visitor stays & spending	H							MMS	SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
	8.1.d	Continue TIIP and SEGP grant programs for tourism development	H							TM	TAC, LG, UNIV
8.2	Implement improvements to make Montana communities more visitor-friendly										
	8.2.d	Encourage communities to seek grants for rural cell phone/high speed internet	M							MEDA	DOC, CC, BIZ, SG, LG
Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.											
10.1	Recognize Travel Montana as ‘team captain’ to communicate/coordinate regularly with partners			H						TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation			H						TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions										
	10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H							TM	ALL
	10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO						TM	ALL
10.5	Obtain strategic research to inform tourism marketing, development, and policy decisions										
	10.5.a	Continue to conduct research about resident/nonresident travelers in Montana	H			MO				ITRR	TAC, REG, CVB, MTRI, BIZ
	10.5.b	Purchase research about national/international tourism and recreation trends	H							TM	ITRR, TAC
	10.5.c	Continue regular monitoring of Montanans’ opinions about tourism and recreation	H							ITRR	REG, CVB, MTRI, BIZ
	10.5.d	Disseminate tourism research reports to partners statewide	H							ITRR	TM, REG, CVB, TIAM, MIKA, MOGA, COAM

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